



Room CS3 65 Enterprise

Innovation and change: organising work to meet the challenges of a knowledge economy

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TNO Management Consultants,
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Input presenter

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UKWON Ltd. (The UK Work
Organisation Network),
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Case story presentations

- ▶ **ArcelorMittal**
Luxembourg
Daniel Atlan
*General Manager Human
Resources Mining*
- ▶ **Bertelsmann Stiftung**
Germany
André Schleiter
*Project Manager, Programme
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Dr. Carina Albiin Svensk
*Global Medical Officer,
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B

Room AN4 North Suite

Mental health and leadership – practices and policies

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Case story presentations

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- ▶ **MTU Aero Engines GmbH**
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Room BN4 Park View

Healthier lifestyles: maintaining employability and quality labour forces in a changing working life

Facilitator

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Association of Company Health
Insurance Funds), Germany*

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D

Room AS4 South Suite

Developing the business case for investing in corporate health and workplace partnership – indicators and instruments

Facilitator

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Room BN4 Park View

Healthy ageing – a challenge for business and society

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Case story presentations

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Occupational Medicine & Health Protection

▶ METRO AG

Germany
Klaus Jakobi
Head of People Enablement & Labour Organisation

Network presentations

- ▶ **American Association of Retired Persons (AARP)**
Washington DC, USA
Timothy Wollerman
Manager of Workforce Resources

▶ ddn (Demographic Network)

Germany
Dr. Jürgen Pfister
Chairman of „Das Demographic Netzwerk“ (ddn)

▶ The Employers Forum on Age (EFA)

United Kingdom
Alan Beazley
Advice & Policy Specialist

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Mental health and leadership – practices and policies

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▶ Salzgitter AG

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Dr. Christoph Kröger
Clinical Director of the Outpatient Clinic, Institute of Psychology, Technical University of Brunswick, Germany

▶ voestalpine Stahl GmbH

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Dr. Helmut Csillag
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Case story presentations

- ▶ **BP**
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Caroline Minshell
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▶ EfH Survey Project

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E

Healthy ageing – a challenge for business and society

At one time, demographic change meant little to the captains of industry and even less to many politicians. Now, like global warming, it is rarely out of the spotlight, with each new appraisal seeming to confirm that, particularly in the developed countries, businesses and governments are going to have real problems maintaining trading positions and economies. But there are things we can do...

In society, in politics and in the workplace, the potential impact on our economic competitiveness and thus our ability to maintain our social security safety nets and other 'life support systems' is being given a great deal of attention at national and international level. The ageing of populations and the gradual decline in birth rates will lead, in the medium and long term, to older workforces and to dramatic changes in the structure of labour markets. Even if the specific effects differ depending on the country, the industry and a company's market position, there is little doubt that certain sectors are likely to face a critical shortage of manpower.

In this situation, ever more companies are reacting by implementing new HR concepts aimed at helping to safeguard the efficiency of the workforce and therefore the company's competitive position in the future. In addition to developing strategies concerned with skills and qualifications, health promotion and prevention are assuming much greater significance than in the past. The aim here should not just simply be to keep older workers in the organisation longer through targeted health promotion and prevention programmes, but to improve health and well-being on the whole over the entire span of a person's working life.

Current lifestyle trends – above all in relation to eating habits and exercise - give serious cause for concern about our ability to maintain efficiency. They also clearly show that preventative measures and health promotion represent challenges to the whole of society and have to be organised to cover an individual's entire life cycle. Health deficiencies which already exist when someone enters employment can often only be corrected at great expense.

Issues to be explored include:

- ▶ What can companies do to attract and retain older workers?
- ▶ What HR concepts and strategies offer the best prospects of success?
- ▶ How can organisations help create healthier lifestyles among their employees?
- ▶ Where do qualifications and lifelong learning fit in?
- ▶ How do we combat loss of knowledge when older workers leave?

Facilitator

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Chairman of „Das Demographie Netzwerk“ (ddn), (Demographic Network), Germany

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Advice & Policy Specialist

Innovation and change: organising work to meet the challenges of a knowledge economy

With the ongoing shift in concentration of labour-intensive industries to the globe's more populous countries, most agree that the way to maintain prosperity in more developed nations is through the 'knowledge economy'. This Forum discusses how a health-promoting culture within a company can stimulate and foster innovation and help employers and workers manage the necessary changes together.

The way we live and work is rapidly changing. The reasons for this are well-known:

- ▶ increasing international economic integration (globalisation)
- ▶ development of new technologies – especially information and communication
- ▶ demographic change and persistent, relatively high unemployment rates in many developed countries
- ▶ segmentation of labour markets and the resulting unequal opportunities and growing social inequality between those with and those without jobs.

Although globalisation, in principle, opens up positive opportunities for growth and

employment, it also creates pressure by demanding constant change and adaptation among companies and workforces. It requires more flexible and less segmented labour markets, with better-quality employment possibilities for those with the right skills and attributes. In this new world, employment security becomes more valuable than job security. Lifelong learning and support are part of a strategy to help improve the quality of labour markets, reduce the 'precariousness' of working and living situations and thus enable countries to afford to maintain good quality social security systems.

Experience shows that a company's ability to innovate can be improved through a combination of measures to promote the quality of work, including the development of a participation-oriented corporate culture and a modern company health policy. In an increasingly knowledge-based economy, especially in the production and service sectors, there is, effectively, a corresponding obligation on individuals to take more responsibility for their learning and well-being, inside and outside the workplace.

Issues to be explored include:

- ▶ The role of workplace health on the innovative ability of companies
- ▶ HR concepts that help the changeover to a 'knowledge' society
- ▶ How do companies and society co-operate to master globalisation?

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30/31 October

Mental health and leadership – practices and policies

Businesses and other organisations – and their employees - are having to change the way they do things to maintain and improve their trading positions and services. But what is seen as an opportunity by some workers can be perceived as a threat by others, with an impact on their mental state and performance. In this Forum, we hear from a leading academic and about the experiences of some major companies in tackling this vital issue.

Almost one in four Europeans will suffer, at least once in his or her life, with mental health problems. Every year, about 10% of the EC population suffers from depression. Mental illnesses form only one part of a continuum of various ill health issues which are often classified as stress or stress-related in everyday working life. A series of surveys and other studies confirm the high and still rising levels of stress in today's world of work. Reduced job security, more insecure forms of employment and the general intensification of work – greater demands with insufficient latitude for action and a lack of personal, social support – make a substantial contribution to this. There is also growing conflict between the demands

of the modern workplace and other areas of life (e.g. family, especially for women).

More and more workers, unless they already have the necessary skills and life experience, will be under pressure to 'self-develop.' This pressure, depending on various factors, including the personality of the person concerned, can translate into stress and mental health problems and affect their feelings of self-worth and confidence. Fear of failure and social exclusion can trigger a vicious circle which is difficult to break.

This situation has a double significance for managers. Not only do they have to manage their own pressures to safeguard their own mental health, but they can be one of the biggest factors influencing the well-being and health of their employees.

Organising work better and creating an environment which supports personal responsibility and self-initiative, with an appropriate latitude for action, plays a key part in this. Managers also have an important role in the reintegration of workers absent for a lengthy period owing to a mental illness.

Issues to be explored include:

- ▶ The development of a 'best practice' corporate culture and company health policy designed to tackle the above challenges
- ▶ How best to reintegrate returning employees
- ▶ The problem of mental ill-health stigmatisation
- ▶ What qualifications do managers need?
- ▶ How can a trust-based culture be successfully developed under the present conditions in companies?

Facilitator

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Healthier lifestyles: maintaining employability and quality labour forces in a changing working life

All governments trying to persuade us to take better care of ourselves see employers as a key partner and the workplace as a vital area for health improvement measures. For the individual employee, personal well being is an essential part of his or her employability. This Forum examines what works and what doesn't in the drive to 'sell' healthier lifestyles to workers.

In a world of work where changing jobs becomes the norm for increasing numbers of workers, employment security as opposed to traditional job security is becoming ever more important. The basis for job security is the ability to react flexibly to changes in work requirements: Employability, on the other hand, demands from workers a greater degree of personal responsibility regarding the maintenance and further development of their employment potential; relies on continuous qualification and opportunities for self-advancement inside and outside the company.

Education is the key to a more flexible more secure world of work. It is also an essential response to the continuing, relatively high level of unemployment in many developed

countries. Segmented labour markets not only lead to inequality, but unemployment poses a longer term risk to the financing of social security systems and the economic well-being of a country.

However, 'health competence' is also increasingly being recognised as a key element of employability. A healthy lifestyle enables individuals to better cope with constantly changing requirements at work and to a reasonable work-life balance. But current lifestyles in industrialised countries are an increasing cause for concern, with a steady rise in chronic illnesses related to eating habits, the widespread lack of exercise, smoking and dangerous levels of consumption of alcohol and other addictive substances.

Many illnesses are linked to only a small group of risk factors, including nutrition and exercise, which, in principle, can be controlled. A fast-living culture of over-consumption, quick profit and a throw-away attitude has far-reaching implications for the environment and health.

Issues to be explored include:

- ▶ How can organisations foster healthier lifestyles among its workers?
- ▶ What programmes and strategies can help change culture and provide information and opportunities?
- ▶ How can managements support greater personal responsibility?

Facilitator

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Developing the business case for investing in corporate health and workplace partnership – indicators and instruments

For those who still need persuading that a best-practice health policy and partnership culture can impact on the bottom line of an organisation, then this Forum will share experiences, highlight initiatives, look at how to develop and implement ideas in the workplace and discuss ways of measuring the outcomes.

There is growing evidence of the economic benefits to organisations stemming from a worker-oriented corporate culture based on partnership and an exemplary company health policy. However, for numerous investors and company managers, measures such as technological leads, financial strength and business performance are still the only real indicators of commercial success.

Markets, technologies, strategies and organisations are changing at record pace; having to think and act in ever-shorter timeframes does not encourage the development of long-term concepts and patience. The impact of health and corporate culture on productivity, growth and competitiveness is often neglected - health is often demoted to 'a private matter' and viewed simply as a cost.

One of the main stumbling blocks is that health and culture are not easily quantifiable factors. The relationship between these 'soft' issues and key business figures is complex and subject to many uncertainties, with some managers needing to be convinced of the longer-term economic benefits of health promotion and the development of a more supportive culture.

However we are now entering a new period of understanding of the productive forces surrounding health and culture. Demographic and other changes are forcing a re-think of traditional attitudes. For example, sickness absence is now recognised as only the tip of the iceberg; the consequences for productivity and competitiveness of workers who have a health impairment but are still at work are more important by far.

A worker-oriented corporate culture supports value-based action and decision-making and promotes healthy lifestyles among employees, if opportunity is given.

Issues to be explored include:

- ▶ What research and experiential evidence exists about the economic benefits of a company health policy and a worker-oriented corporate culture?
- ▶ what key figures can a health policy and culture development be measured and controlled?
- ▶ What are the engines for a health policy and corporate culture?
- ▶ How can health and culture be successfully "marketed" inside a company?

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